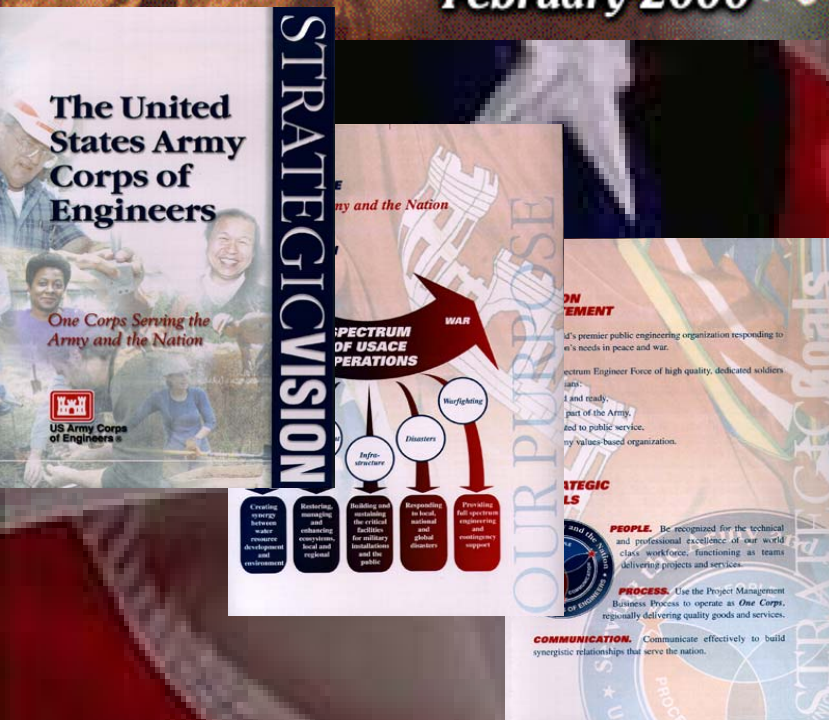


The Army Vision

Soldiers on Point for the Nation

Persuasive in Peace, Invincible in War

February 2000



LINDA D. GARVIN

**DIRECTOR OF REAL ESTATE
STRATEGIC PLAN**



The US Army Corps of Engineers

Real Estate Operations



One Corps Serving the Army and the Nation

Spectrum of USACE Operations

**WATER
RESOURCES**

Develop creative solutions to water resources issues

Acquire land and assess land credits

Provide non-structural solutions (buy-outs and relocations)

Manage water resources assets

Provide recreational opportunities

ENVIRONMENT

Mitigation lands

Forestry and agriculture programs

Impose land use restrictions and controls

Support remediation

Preserve /protect natural resources

INFRASTRUCTURE

ARSTAF mission

Public private ventures

Real property exchanges

Installation support

BRAC

Homeland security

DISASTERS

Real Estate Response Teams

Debris sites

Temporary housing

Appraisals

Support to other agencies

WARFIGHTING

CREST

Secretariat and Congressional interface for Combatant Commands

Acquire facilities DOD recruiters

Acquire major training areas



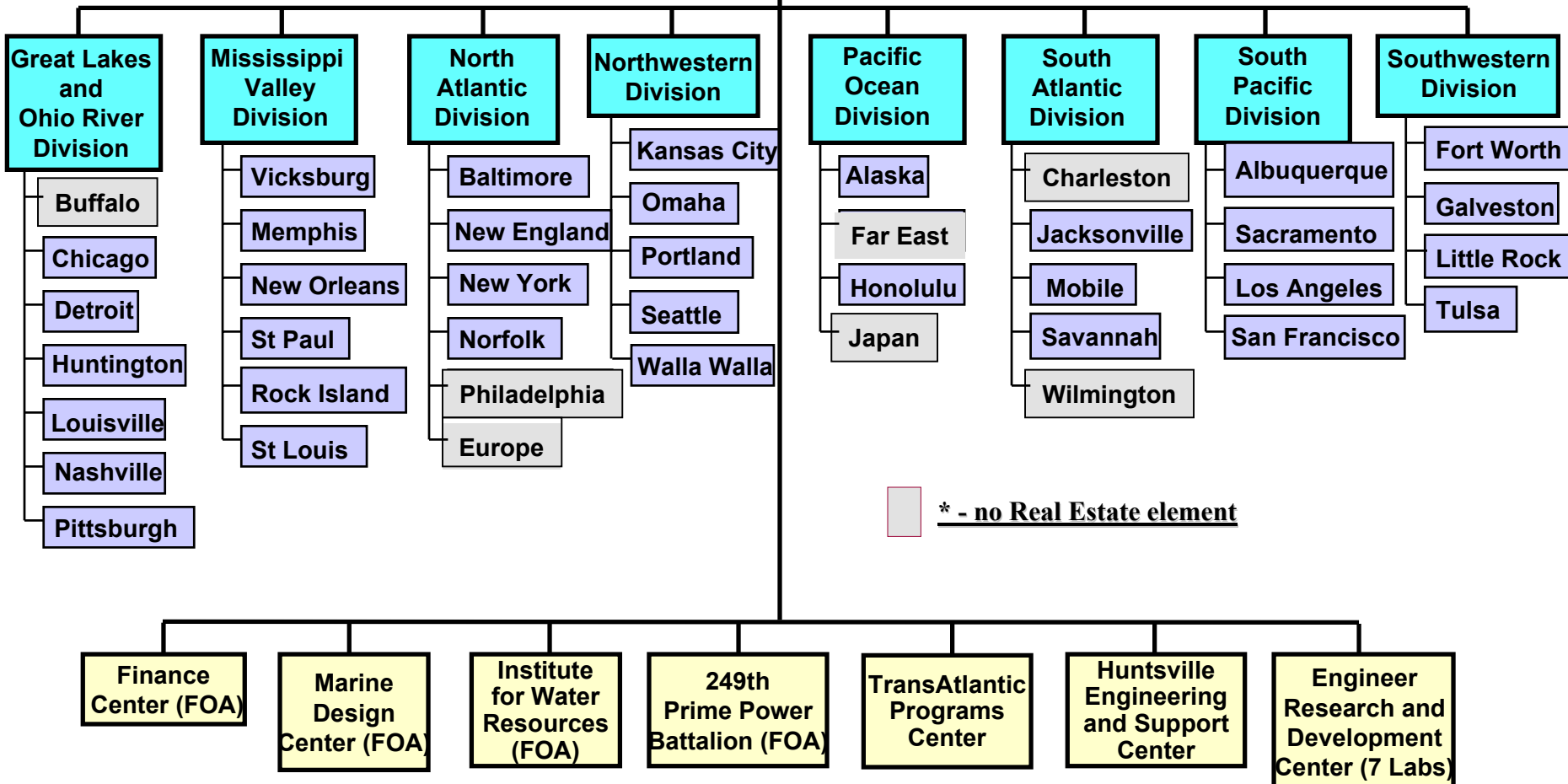
USACE Terrain Walk

Corps of Engineers Organization



HQUSACE

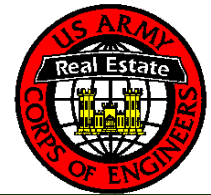
Humphreys Engineer
Center Support Activity
(FOA)





Support to the Army and the Nation

USACE Missions



Military

Real Estate

- Military construction
- Base operations



- Acquire, Manage & Dispose
- DOD Executive Agent Programs
- Contingency Operations

Research & Development

• Army engineering
• Civil & Geospatial
• Operations & Environment
• Resources

Civil Works



Navigation
Hydropower
Flood and coastal storm
damage reduction
Disaster response
Environment
Water Supply
Regulatory
Recreation



Real Estate Mission Statement -- 2003

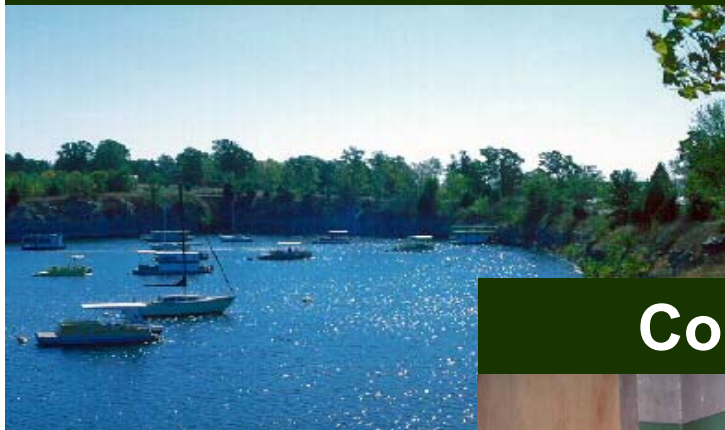


- Establish, manage, execute, and provide direction, oversight and administration of all Department of the Army (DA) real estate policies, procedures and execution for the acquisition, management and disposal of real property under the control of DA (including the Army Civil Works mission), the Department of the Air Force, and for other Federal agencies as requested.
- Provide program management, guidance, direction and execution as the DOD Executive Agent for the Recruiting Facilities Program, the Homeowners Assistance Program and the Defense National Relocation Program.
- To provide trained and ready team members to support and execute the real estate requirements and activities for contingency, national security and domestic emergency response and disaster relief operations.

Acquire



Manage



Contingencies



Dispose

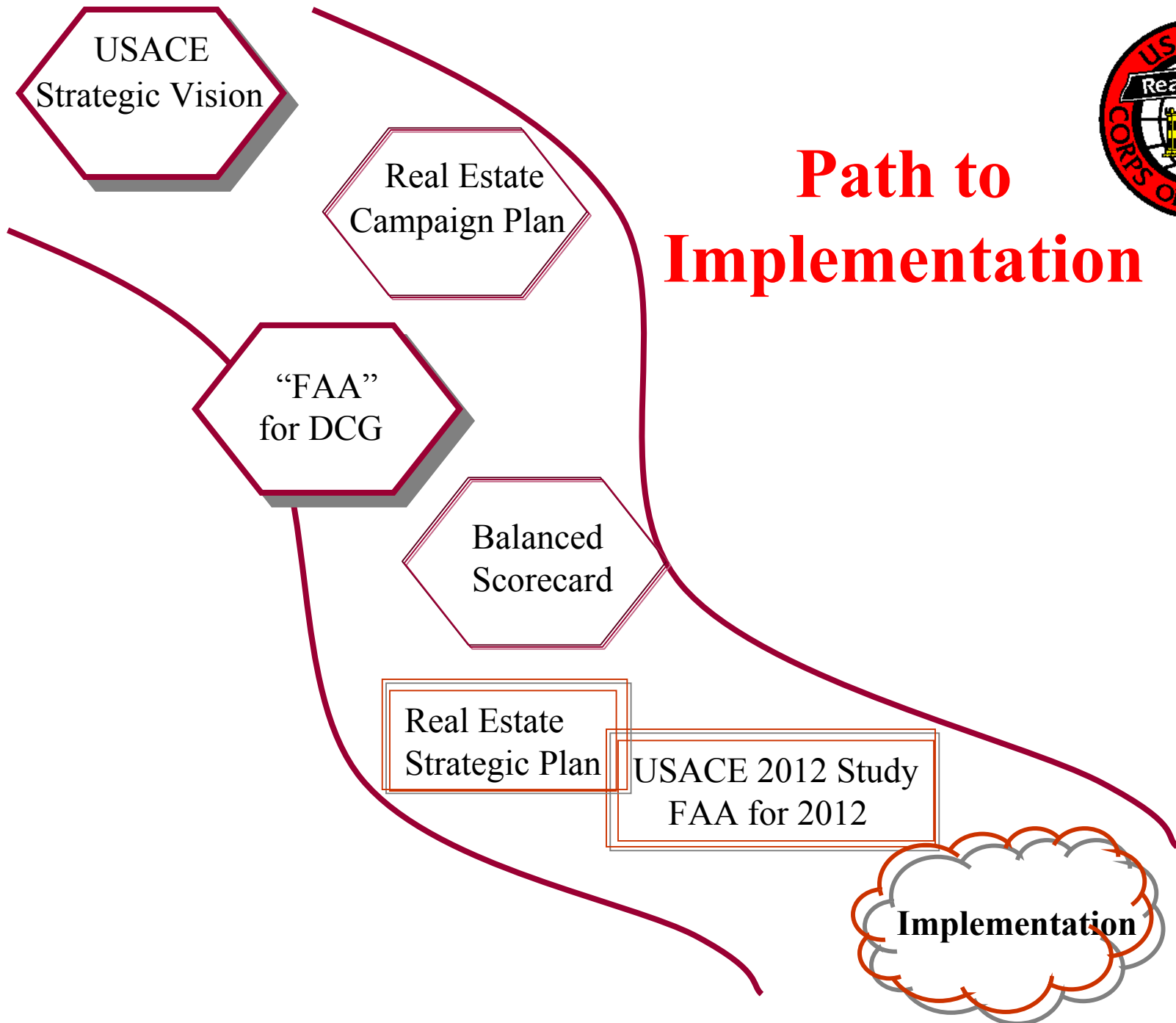


DOD Executive
Agent





Path to Implementation





SWOT Analysis

Strengths, Weaknesses, Opportunities & Threats

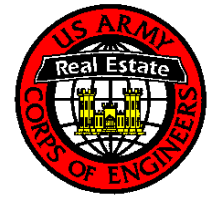


Strengths

- Professionalism
- Diverse experience
- Unique expertise
- Nationwide presence
- International interface
- Private sector ventures
- Breadth of customer base
- Relationships with customers
- ARSTAF mission execution

Weaknesses

- Aging workforce
- Loss of expertise/gaps in needed skill-sets for the future
- Succession planning
- Multiple levels of review
- Quality control
- Operational at HQs
- Monitoring industry innovations



SWOT cont'd.

Opportunities

- Aging workforce
- Regulation revision
- DAWIA
- Project Management as a process
- Strategic sourcing
- Worldwide rebasing
- BRAC 05
- Privatization
- Consolidation
- Federal infrastructure decay
- Level resources
- President's Management Agenda
- Learning organization
- Knowledge mgmt/technology advances
- Benchmarking with industry

Threats

- Resource constraints
- External pace of change
- GWOT
- Strategic sourcing
- Uncertainty of the future



Strategic Goals



Goal 1: Excel as The Army's Real Estate Agent

Goal 2: Deliver Real Estate Expertise to Meet and Manage the Nation's Water Resources Needs

Goal 3: Be the Provider of Choice for Real Estate Services for DOD and Other Federal Agencies

Goal 4: Empower a World-Class Public Real Estate Organization



Objectives



Goal 1: Excel as The Army's Real Estate Agent

Objective 1.1: Enhance life cycle real estate activities to meet Army requirements

Improve cradle to grave real estate processes and services – timeliness/cost

Objective 1.2: Achieve excellence in executing the Chief's ARSTAF real estate mission IAW General Orders No. 3

Anticipate change by promulgating timely guidance and Army regulations

Objective 1.3: Maintain well trained and equipped CREST and RERT Teams

Expand training opportunities

Enhance reach-back capabilities; virtual real estate

Objective 1.4: Lead in leveraging Army assets

Identify and develop new tools, techniques and initiatives

Objective 1.5: Provide exceptional support to Combatant Commands



Objectives



Goal 2: Deliver Real Estate Expertise to Meet and Manage the Nation's Water Resources Needs

Objective 2.1: Enhance participation in project development and implementation

Objective 2.2: Lead in controlling land use to support environmental goals

Objective 2.3: Engage stakeholders and other agencies in process improvements

Objective 2.4: Leverage Civil Works real property assets

Lead in recreation public-private partnerships

Corporately address encroachment issues



Objectives



Goal 3: Be the Provider of Choice for Real Estate Services for DOD and Other Federal Agencies

Objective 3.1: Strengthen Executive Agent role for Homeowners Assistance, Defense National Relocation, Recruiting Facilities and Leased Government Housing Programs

Objective 3.2: Provide professional products which exceed customer expectations in timeliness, quality and partnership

Objective 3.3: Actively engage with other agencies in process improvements and strategic opportunities

Benchmark for best business processes



Objectives



Goal 4: Empower a World-Class Public Real Estate Organization

Objective 4.1: Maintain, develop and provide real estate expertise and leadership

Develop workforce in leadership and technical skills

Promote effective succession planning

Objective 4.2: Be on the cutting edge – actively pursue innovation and improvement

Objective 4.3: Lead the way in effective business processes

Maximize use of technological advances

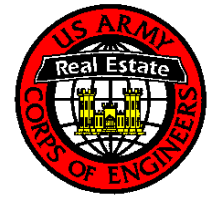
Identify and develop new tools, techniques and initiatives

Objective 4.4: Actively pursue the “most efficient organization”

Assess strategic sourcing, leverage resources and utilize other appropriate tools



Real Estate Mission Statement -- 2012



Possess a portfolio of capabilities to:

- Support homeland security, domestic/foreign contingencies and disaster relief operations.
- Support DOD stationing
- Establish, manage, execute, and provide direction, oversight and administration of all DA real estate policies, procedures and execution for the acquisition, management and disposal of real property under the control of DA, the Department of the Air Force and Defense Agencies.
- Provide Real Estate services for the Nation's water resources needs.
- Provide Real Estate services for real property asset management in partnership with the private sector.
- Provide program management, guidance, direction and execution as the DOD Executive Agent for the Recruiting Facilities, Homeowners Assistance, Defense National Relocation and Leased Government Housing Programs.
- Support OCONUS Combatant Commands.
- Lead joint Real Estate efforts in the Federal Government.



Next Steps

- Finalize FAA 2012
- Develop Action Plan component of Strategic Plan
- Adjust Strategic Plan as needed in accordance with approved FAA and SLC feedback
- Implementation
- June-Aug 2003
- June-Aug 2003
- Aug 2003
- Continue ongoing; begin new actions